

PEMBINA
Institute

Pembina Institute

Strategic Plan 2026-2030



“2030 is quickly approaching. Canada must position itself to lead in the burgeoning low-carbon world, while doing its share to address the ever-intensifying global climate crisis.

This five-year strategic plan will act as our compass as we continue to advance Canada’s clean energy transformation.”



Chris Severson-Baker, Executive Director

The Pembina Institute’s role in the world

Current status of the Canadian and global energy transition

Kicked off by a global pandemic, the 2020s are described as an era of “polycrisis” — with people facing numerous, often interconnected global crises.

We’re also living through the everyday impacts of a **changing climate** in Canada — wildfires, floods, heat domes, droughts, and poor air quality.

Meanwhile, leading economies around the world are moving at pace into what some call the **Age of Electricity**, or the electro-tech revolution. In 2024, global investment in clean energy beat out fossil fuels, \$2 trillion to \$1 trillion. The IEA projects 30 million jobs can be created worldwide in clean energy, efficiency and low-emissions technologies by 2030.

The global community now faces some of the most massive and complex challenges in human history. So, **what are the solutions? And what is Canada’s role?**

With abundant natural resources and the ability to generate clean, low-cost electricity, Canada is well-positioned to thrive in the emerging clean economy. But it’s not all good news. Powerful political and industrial forces — from the U.S. to abroad — are still pushing traditional carbon-intensive economic models.

This isn’t environment vs. economy, climate targets vs. economic success. Smart climate and energy policy is precisely how we ensure economic success.

A coordinated national policy of clean electrification is the nation-building exercise Canada needs right now. Electrification is the

only overarching policy that simultaneously supports economic prosperity, creates jobs, improves health outcomes, provides affordable energy, reduces carbon emissions, and helps Canadians become more resilient to the impacts of trade disputes and climate change.

If there’s ever been a time to bolster Canada’s national security through an energy project that makes us more prosperous, healthier and more resilient to an increasingly turbulent world — while reducing emissions and doing our part to address the climate crisis — this is it, and **the project is clean energy.**

How we effect change

Our Theory of Change is based on the premise that solutions are amplified by convening and building networks, and that external influencers buy in, support solutions, and engage with policy-makers, who then create change on the ground.

- **Think tank:** We develop credible research-based policy solutions, and get them to policymakers in the right ways, at the right times.
- **Educator:** We educate our networks and other external influencers through strategic communications so they can amplify solutions.
- **Convener:** We bring people, groups and networks together to foster healthy dialogue and build consensus behind our credible policy solutions.
- **Watchdog:** We hold decision-makers accountable by defending credible policy solutions and opposing those that are not.

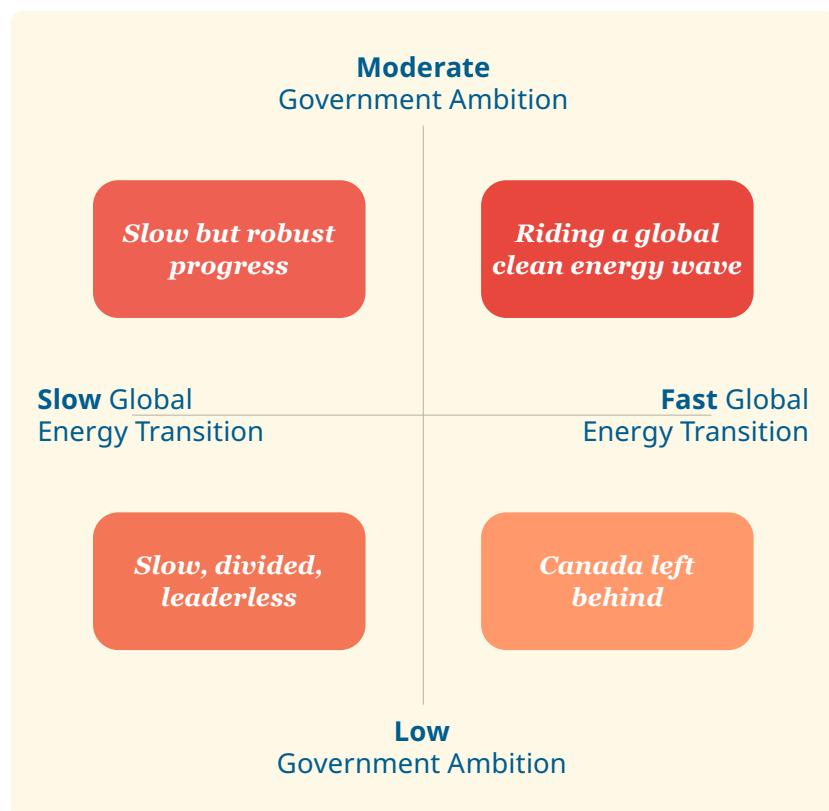
What futures are plausible

We integrated scenario planning into the planning process to help the Pembina Institute address uncertainties and anticipate and prepare for potential futures. We developed the plan to be relevant and resilient regardless of how the future develops.

The four scenarios

Our scenarios combine these two primary uncertain external forces relevant to the organization:

- **Pace of the global energy transition**
- **Ambition of Canadian governments**



Renewable Energy Growth Outpaces Fossil Fuels for the First Time

Scientists slam Trump administration climate report as a 'farce' full of misinformation

BUSINESS INSIDER

Global EV sales just hit a record, even as automakers tap the brakes

BUSINESS > ENERGY

Clean Energy Jobs Are Booming, Making Up For Rising Fossil Fuel Unemployment

Canadians drastically downgrade climate as a priority, poll finds, as economic concerns escalate

Prime Minister Mark Carney could find the shift makes his life easier as he faces calls to roll back the imposing climate policies of Justin Trudeau

Pumped-up Alberta oil and gas sector sinks Canada's climate targets

Our Organizational Goals

By 2030...

- Canada has achieved deep GHG **emissions reductions**, trending near 45% below 2005 levels across all sectors, and is on track to be net-zero by 2050 to contribute to global emissions reductions needed to avoid dangerous warming.
- Canada is well-positioned to fully transition to an efficient **clean energy system** that meets the growing demand for affordable and reliable energy.
- Canada has established a resilient, **clean energy economy** that is prosperous, innovative, equitable and inclusive, and that drives investment and job creation.
- **Indigenous and non-Indigenous communities** and local leaders across Canada are active advocates of clean energy development and benefit from the clean energy transition.
- The Pembina Institute continues to be **respected** and well known for its effectiveness in driving policy change, and is a **stable**, well-funded organization and **leading employer**.

Energy Supply				
Issue Areas	Electricity	Oil and Gas	Indigenous Energy Leadership	Corporate Action
Goals	Canada's electricity grid is increasingly modernized, affordable, reliable, secure and powered by non-emitting electricity.	Canada's high-emitting legacy industries are significantly decarbonizing, and emerging industries essential for the clean energy transition are well established and poised to compete in the global market.	Indigenous rights are upheld in all clean energy development in Canada and Indigenous communities are leading — and directly benefiting from — the clean energy transition, reducing diesel dependency in northern and remote areas, and achieving meaningful energy sovereignty.	Canadian corporations are actively managing their climate impacts beyond operational activities through, for example, clean energy procurement and carbon dioxide removal opportunities.
Energy Demand				
Issue Areas	Customer Energy Solutions	Buildings	Transportation	Sustainable Workforce
Goals	Canadian governments and utilities have implemented strong policy and regulations to enable increasing demand for electricity and expanded demand-side resources.	Building decarbonization and resiliency is increasing annually due to enabling policies and programs in new construction and retrofit spaces.	A reduction in road transportation emissions has been achieved in B.C., Ontario and Alberta, enabled by the accelerated public and industrial uptake of zero-emission vehicles and the overall shift to modes that reduce vehicle kilometres.	Canadians understand the social, economic and employment benefits presented by the clean energy transition, and workers are prepared to seize opportunities and navigate challenges

To build our **organizational effectiveness** over the next five years, the Pembina Institute will further develop our team capacity and refine our strategy in these key areas:

- Communications
- Finance
- Human Resources
- Operations
- Strategic Partnerships

How we're going to achieve it

Our cross-cutting strategies

These six cross-cutting strategies will guide our work across all regions and program areas. They reflect our commitment to evidence-based advocacy for systemic change that enables the clean energy transition, as well as inclusive, durable solutions to the global climate crisis.

1. Strengthen our influence with policy-makers through **rigorous research and strategic relationships**
2. **Integrate our advocacy** across programs and regions
3. **Embed reconciliation, equity, diversity, intersectionality and inclusion** in our work, internally and externally
4. Engage in **coalitions and partnerships** strategically
5. Expand our reach and visibility with compelling, **audience-centric content**
6. Maintain presence in **jurisdictions most critical** to Canada's energy transition, whether leaders or laggards

We work across Canada, with teams in five offices and projects in multiple regions, including the North. Our Issue Areas are cross-cutting, connecting people, place, and policy.





Who we are

The Pembina Institute is Canada's go-to source of energy expertise, informing policies and regulations that support communities, the economy, and the climate. Our team is made up of analysts, scientists, industry experts, and government relations and communications professionals working nationally and in B.C., Alberta and Ontario. Our experts are widely recognized for their credible, evidence-based insights into today's energy challenges. We bring together thought leaders from industry, government, communities, and the environmental sector to identify common ground and move solutions forward. Our non-partisan solutions fill an important gap in Canada's energy discourse.



Our Story

In 1982, a dangerous sour gas incident in Alberta exposed major failings in Canada's oil and gas sector. The Lodgepole blowout near Drayton Valley killed two people and polluted the air with toxic gases for weeks. Contamination spread as far as Saskatchewan. A public inquiry showed the event was largely the result of weak rules around energy sector development.

In response, a group of rural Albertans came together to secure tougher regulations for drilling sour gas wells. These regulations were implemented across Alberta, and many remain in place today.

In 1984, the core members of the group formed the Pembina Institute for Appropriate Development, and Pembina Institute began its 40+ year journey protecting the public interest and ensuring facts matter in regulating energy development across Canada.

What we stand for

Our Vision is a world in which our needs are met in ways that protect natural ecosystems; ensure clean air, land, and water; stop contributing to climate change; and promote a just global community.

Our Mission is to advance a prosperous clean energy future for Canada through credible policy solutions that support communities, the economy, and a safe climate.

Core values

Equity

We believe in the necessity of inclusive and equitable solutions that enhance our quality of life and leave no one behind.

Curiosity

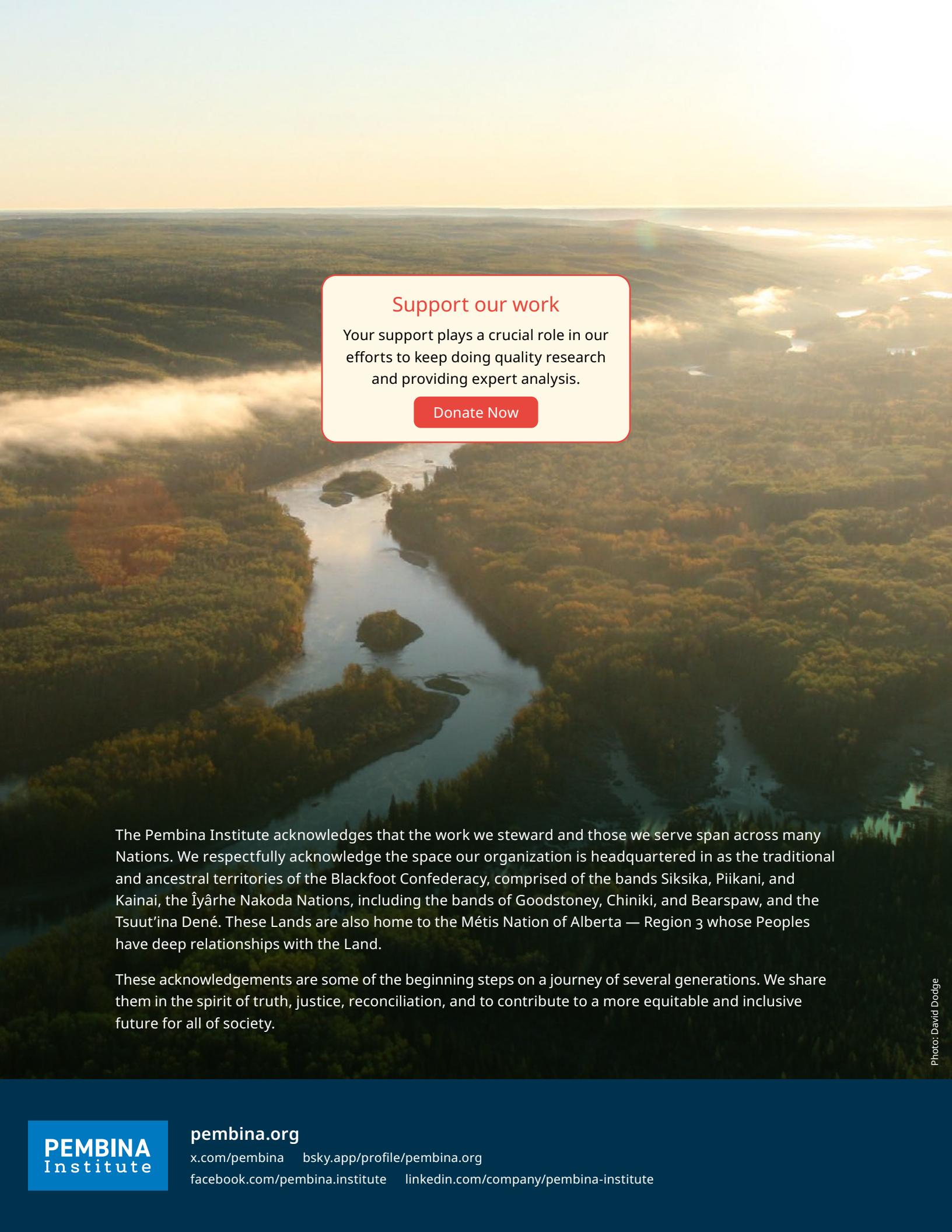
We believe in pursuing new and innovative possibilities, challenging our own ideas and striving to understand differing perspectives.

Evidence-based thinking

We believe that evidence should determine our policies, inform our direction and drive progress.

Practicality

We believe building practical, lasting solutions requires us to seek common ground and collaborate with others.



Support our work

Your support plays a crucial role in our efforts to keep doing quality research and providing expert analysis.

[Donate Now](#)

The Pembina Institute acknowledges that the work we steward and those we serve span across many Nations. We respectfully acknowledge the space our organization is headquartered in as the traditional and ancestral territories of the Blackfoot Confederacy, comprised of the bands Siksika, Piikani, and Kainai, the Îyârhe Nakoda Nations, including the bands of Goodstoney, Chiniki, and Bearspaw, and the Tsuut'ina Dené. These Lands are also home to the Métis Nation of Alberta — Region 3 whose Peoples have deep relationships with the Land.

These acknowledgements are some of the beginning steps on a journey of several generations. We share them in the spirit of truth, justice, reconciliation, and to contribute to a more equitable and inclusive future for all of society.

Photo: David Dodge